

Supplemental materials for

Linzer M, Neprash H, Brown R, et al. Where trust flourishes: perceptions of clinicians who trust their organizations and are trusted by their patients. *Ann Fam Med.* 2021;19(6):521-526.

Supplemental Table 1. Organizational Culture Domains
In response to the question, “To what degree do the following statements reflect the conditions in your group practice?” on a scale from 1 to 4, where 1 = not at all, and 4 = to a great extent. The letter prior to each statement refers to item on the MEMO Clinician Survey. McDonald omega and mean scores were calculated using HWP data.
Organizational trust scale: McDonald omega = 0.829, mean = 2.82, SD = 0.61
q. There is a strong sense of belonging to the group
s. There is a great deal of organizational loyalty
t. There is a strong sense of responsibility to help one of our physicians if he/she has a personal problem
y. We encourage the internal reporting of all adverse patient care events
z. There is a high degree of organizational trust
Values alignment between clinicians and leaders scale: McDonald omega = 0.865, mean = 2.36, SD = 0.61
c. Our physician compensation formula is well aligned with our organization's goals
e. There is broad involvement of physicians in most financial decisions
f. Our administrators obtain and provide us with information that helps us improve the cost effectiveness of our patient care
g. Our compensation plan rewards those who work hard for our group
k. Our physician compensation formula is well understood by our physicians
l. Our administrative decision-making process is described as consensus building
o. The business office and administration are considered to be a very important part of our group practice
r. There is rapid change in clinical practice among our physicians when studies indicate that we can improve quality/reduce costs
Quality emphasis scale: McDonald omega = 0.896, mean = 2.84, SD = 0.53
b. Physicians who develop inappropriate patient care practices will be “talked to”

i. We emphasize patient satisfaction
j. The quality of each physician's work is closely monitored
m. There is an identifiable practice style that we all try to adhere to
u. There is a high level of commitment to measuring clinical outcomes
v. Quality of care is goal one
bb. We have developed a common standard of care
cc. Our clinical leadership is concerned with quality of care issues
dd. Adequate training is provided in dealing with quality of care issues
ee. Making changes to reduce the possibility of substandard care is difficult
aa. There is a general agreement on treatment methods
Information/Communication scale: McDonald omega = 0.649, mean = 3.19, SD = 0.47
n. We have very good methods to assure that our physicians change their practices to include new technologies and research findings
p. We rely heavily on electronic information systems to provide cost effective care
w. We rely heavily on computer-based information when seeing a patient
x. Candid and open communications exist between physicians and nurses
Cohesiveness scale: McDonald omega = 0.701, mean = 2.79, SD = 0.57
a. There is widespread agreement about most moral/ethical issues
d. There is a great deal of sharing of clinical information
h. There is an open discussion of clinical failures
Scales adapted from: Kralewski JD, et al. <i>Medical Care</i> . 1996;34:377–388. Table adapted from chapter, Organizational climate, stress, and error in primary care: by Linzer M, et al. in <i>Advances in Patient Safety: (Volume 1)</i> . Henriksen K, et al., editors. Rockville (MD): Agency for Healthcare Research and Quality; 2005. MEMO = Minimizing Error Maximizing Outcome study; HWP = Healthy Work Place trial.

Supplemental Table 2. Patient Trust Scale: McDonald omega = 0.963, mean = 4.54, SD = 0.74
How much do you trust your health care provider's judgment about your medical care?
How much do you trust your provider to put your health and well-being above all money considerations?
How much do you trust your provider to make appropriate medical decisions regardless of health plan rules?
How much do you trust your health care provider overall?
Scale adapted from: Kao AC et al. Patients' trust in their physicians. <i>J Gen Intern Med.</i> 1998;13:681-6.

Supplemental Table 3. Sample description		
Patient - Level		
	Mean	Standard Deviation
Age	63.7	12.2
	Frequency	Percent
Patient Gender		
Male	441	39.3%
Female	681	60.7%
Educational level		
Some high school	120	10.8%
High school	373	33.6%
Some college	206	18.5%
Technical school	138	12.4%
College degree	174	15.6%
Graduate school	99	8.9%
Racial and ethnic minoritized status		
Minoritized	296	26.5%
Non-minoritized	819	73.5%
Marital Status		
Single	408	36.6%
Married	704	63.4%
Insurance coverage		
No	72	6.4%
Yes	1047	93.6%
Language Spoken		
Non-English	109	9.7%
English	1008	90.3%
Patient general health		
Excellent	40	3.6%
Very good	252	23.1%
Good	519	47.6%
Fair	238	21.8%
Poor	40	3.6%
Clinician - Level		
	Mean and SDs	Standard Deviation
Clinician Age	47.3	9.2
Clinician Years in practice	12.8	8.9
Monthly patient load	1054.6	1682.6
	Frequency	Percent
Clinician Gender		
Male	79	47.9%
Female	86	52.1%
MD/DO vs APC		

MD/DO	143	86.7%
NP	22	13.3%
Clinician Specialty		
Internal Medicine	105	63.6%
Family Medicine	60	36.4%
Clinician Racial and Ethnic Minoritized Status		
Minoritized	27	16.8%
Non-minoritized	134	83.2%
Racial Concordance with patients		
Concordant	106	65.8%
Discordant	55	34.2%
Clinic - Level		
	Mean	Standard Deviation
Average Number of Clinicians	29.1	20.2
	Frequency	Percent
Clinic Location		
Rural	10	29.4%
Suburban	14	41.2%
Urban – inner city	10	29.4%
APC = advanced practice clinician; DO = doctor of osteopathy; MD = medical doctor.		

Supplemental Table 4. Two- level (patient-clinician linkage nested within clinics) logistic regression model of high/low trust.						
Variables	Odds Ratio	Std. Err.	z	P> z	95% Confidence Interval	
Fixed Effects					Lower	Upper
Values Alignment	1.857042	.3928832	2.93	0.003	1.226699	2.811288
Clinician Age	1.010789	.0489247	0.22	0.825	.9193059	1.111375
Clinician Sex						
Female	1.240584	1.03124	0.26	0.795	.2432551	6.326893
MD_APC						
APC	1.818723	1.923884	0.57	0.572	.2287426	14.46058
Clinician variables						
Specialty - Family Medicine	.4690802	.4932554	-0.72	0.472	.0597278	3.683982
Racial and Ethnic Discordance	1.245254	1.188415	0.23	0.818	.1918269	8.083631
Patient Load	1.000687	.000345	1.99	0.046	1.000011	1.001363
Constant	.0094061	.0292919	-1.50	0.134	.000021	4.20894
Random effect						
Clinic-level Variance	1.772821	1.681009			.2764048	11.37062

Variables	Odds Ratio	Std. Err.	z	P> z	95% Confidence Interval	
					Lower	Upper
Emphasis on quality	4.953533	2.267584	3.50	0.000	2.019573	12.14984
Clinician Age	1.01725	.0514961	0.34	0.735	.9211646	1.123357
Clinician Sex						
Female	.7865165	.6384588	-0.30	0.767	.1602288	3.860781
MD_APC						
APC	1.248244	1.438682	0.19	0.847	.130387	11.94991
Clinician variables						
Specialty - Family Medicine	.3012636	.2939098	-1.23	0.219	.0445167	2.038781
Racial and Ethnic Discordance	1.206905	1.146749	0.20	0.843	.1874555	7.770482
Patient Load	1.000322	.0003044	1.06	0.290	.9997259	1.000919
Constant	.0002623	.0009452	-2.29	0.022	2.24e-07	.3065286
Random effect						
Clinic-level Variance	.9132142	1.477109			.0383502	21.74591

Variables	Odds Ratio	Std. Err.	z	P> z	95% Confidence Interval	
					Lower	Upper
Fixed Effects						
Clinician cohesiveness	2.289327	.7098691	2.67	0.008	1.246721	4.203842
Clinician Age	1.065868	.0704323	0.97	0.334	.936389	1.213251

Clinician Sex						
Female	.8465265	.7786467	-0.18	0.856	.1395384	5.135556
MD_APC						
APC	2.871932	3.540576	0.86	0.392	.2563279	32.17752
Clinician Variables						
Specialty - Family Medicine	.2707391	.3983334	-0.89	0.375	.0151424	4.840698
Racial and Ethnic Discordance	1.69242	1.984097	0.45	0.654	.1700621	16.84258
Patient Load	1.000325	.0004165	0.78	0.435	.9995091	1.001142
Constant	.0001005	.000492	-1.88	0.060	6.81e-09	1.482917
Random effect						
Clinic-level Variance	3.26858	3.669932			.3619409	29.51757

Variables	Odds Ratio	Std. Err.	z	P> z	95% Confidence Interval	
Fixed Effects					Lower	Upper
Emphasis on communication and information	3.212874	1.450771	2.58	0.010	1.325972	7.784904
Clinician Age	1.023947	.0607926	0.40	0.690	.911467	1.150308
Clinician Sex						
Female	1.559733	1.565894	0.44	0.658	.2180148	11.15872
MD_APC						
APC	1.352925	1.880294	0.22	0.828	.0887716	20.61927

Clinician Variables						
Specialty - Family Medicine	.1190707	.1873057	-1.35	0.176	.0054552	2.598954
Racial and Ethnic Discordance	.974337	1.178607	-0.02	0.983	.0910025	10.43195
Patient Load	1.000284	.0004472	0.64	0.525	.9994083	1.001161
Constant	2.68e-06	.000016	-2.15	0.031	2.27e-11	.3173253
Random effect						
Clinic-level Variance	5.376304	5.182313			.8128229	35.56082
APC= advanced practice clinician; Racial and Ethnic Discordance = racial and ethnic minoritized group (Black, Latinx, Asian) vs not minoritized.						